

<b>Performance Directorate Business Plans 2017/18</b>	<b>21<sup>st</sup> March 2017</b>
<b>To: Corporate Policy and Resources Committee For Decision</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme(s)</b>	Leader and Champion Innovation and Transformation. Resilient, Healthy and Engaged Communities. Protecting and Enhancing our Environments and Assets
<b>Outcome</b>	
<b>Lead Officer</b>	Director of Performance
<b>Cost: (If applicable)</b>	As noted in Business Plans

## **1.0 Purpose of Report**

1.1 The purpose of this report is present Business Plans for the Policy and Community Planning and Democratic Services functions for 2017/18 to Committee for approval.

## **2.0 Purpose of Business Plan**

Each service area business plan is structured to:

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

## **2.1 Structure of the Business Plan**

Each business plan consists of the content:

- The Vision for the service area
- Strategic Themes / Functions

- Strategic Aims of the Service
- Organisational Structure
- Service Aims and Objectives - Aligned with Council's Strategic Aims and Objectives.

The business plans for each service are attached at Appendix 1 and 2 to this report.

### **3.0 Recommendation**

- 3.1 It is recommended that Council approves the 2017/18 Business Plans for Policy and Community Planning and Democratic Services.



**Causeway  
Coast & Glens  
Borough Council**

# **PERFORMANCE DIRECTORATE**

## **DEMOCRATIC SERVICES**

*BUSINESS PLAN  
2017/18*

## **PURPOSE OF THE PLAN**

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

## **STRATEGIC THEMES/FUNCTIONS**

### **Committee and Member Services**

- Ensure the provision of efficient committee and secretarial support for meetings of the Council, its Committees, Sub-Committees and Working Groups.
- Ensure adherence with legal requirements in relation to Council's Standing Orders and Register of Members' Financial and Other Interests.

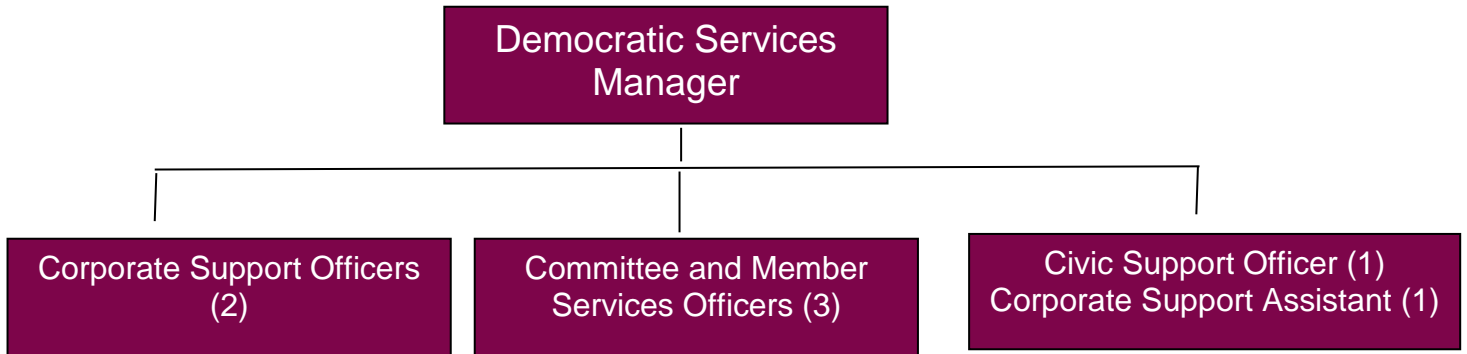
### **Civic Support**

- Ensure the provision of an administrative, event management and advisory support service for the Mayor and Deputy Mayor and manage the provision of Council's civic and ceremonial events, including Freedom of the Borough functions.
- Develop and implement a comprehensive Elected Member development programme.

### **Corporate Support**

- Ensure the provision of an efficient corporate support service for the Council.
- Development of Council's customer service framework and complaints tracking process.

## **DEMOCRATIC SERVICES ORGANISATIONAL STRUCTURE**



### **STRATEGIC AIMS OF THE SERVICE**

Aligned with the following Council Strategic Aims and Objectives:

- Leader and Champion
- Innovation and Transformation

### **STRATEGIC OBJECTIVES OF THE SERVICE**

1. Develop new working practices to ensure that the Council is able to operate its democratic function effectively under its Constitution and within the law and provide appropriate democratic support to Elected Members and officers.
2. Ensure the capacity of Elected Members is maximised including developing and implementing a comprehensive Member Development programme and associated policies.
3. Lead the development of reporting and recording procedures for comments, compliments and complaints which will comply with Council's policy and lead to improved service delivery.

**Strategic Objective**

**1. Develop new working practices to ensure that the Council is able to operate its democratic function effectively under its Constitution and within the law and provide appropriate democratic support to Elected Members and officers.**

**Link to Corporate Aims and Objectives**

- **Leader and Champion**

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Undertake investigation of committee administration software in partnership with ICT to identify the optimum solution to facilitate Elected Members and Officers in their duties.	TBC	September 2017	Report on proposals presented to Corporate Policy and Resources Committee
Review the format of action sheets to improve the accessibility and tracking of actions.	0	May 2017	100% of actions agreed by Council progressed.
Undertake a survey of Elected Members to establish Member satisfaction levels and identify areas of improvement.	0	September 2017	Baseline member satisfaction level established, and agree targets for 2018/19.
Based on the results of the survey develop an action plan to meet Elected Member requirements.	0	December 2017	Action Plan adopted by Corporate Policy and Resources Committee.

**Strategic Objective**

**2. Ensure the capacity of Elected Members is maximised which includes developing and implementing a comprehensive Member Development programme and associated policies.**

**Link to Corporate Aims and Objectives**

- Leader and Champion**

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Develop and implement a Member Development Strategy as part of the NI Charter for Elected Member Development.	0	December 2017	Charter status achieved by March 2018
Develop an annual Programme of Elected Member Training	£20,000	April 2018	60% uptake of training by Elected Members
Develop a Members' Induction Programme	0	September 2017	Report to Council.

## Strategic Objective

**3. Lead the development of reporting and recording procedures for comments, compliments and complaints which will comply with Council's policy.**

### Link to Corporate Aims and Objectives

- **Leader and Champion**

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Establish baseline data for Customer complaints to provide benchmarking for 2017/8.		June 2017	Baseline data established.
Liaise with working group to identify optimum solution for accurate recording of complaints.	TBC	June 2017	Timely and accurate quarterly reports produced in line with Council's policy.
Develop guidance templates for responding to complaints	0	June 2017	Reduction in Stage 2 and 3 complaints.
In partnership with Customer Services develop a customer service framework for Council.	0	December 2017	Customer Framework approved by Council.





**Causeway  
Coast & Glens  
Borough Council**

# **PERFORMANCE DIRECTORATE**

## ***POLICY AND COMMUNITY PLANNING***

### ***BUSINESS PLAN 2017/18***

## **PURPOSE OF THIS PLAN:**

- *Give a clear sense of what the service is for and the challenges it faces.*
- *Show how it is supporting Council's priorities.*
- *Show how it is contributing to the efficiency drive and transformation of service delivery.*
- *Show how it is aligning its resources to meet the challenges ahead.*
- *Help us to hold ourselves to account and ensure we deliver for Council and its residents.*
- *Bring key information together in one place about the service, which Members, staff and stakeholders can understand.*

## **STRATEGIC THEMES / FUNCTIONS**

### **1. Corporate Policy**

- Development and review of the Council's Corporate Plan
- Development and review of the Council Constitution
- Development of Policy Initiatives

### **2. Community Planning**

- Evidence gathering and analysis of data for an evidence informed community plan
- Capacity building and culture change re community planning
- Consultation, engagement and communication with stakeholders
- Developing and establishing performance monitoring and reporting mechanisms for the community plan
- Developing appropriate delivery mechanisms to achieve the priorities and targets in the Community Plan.

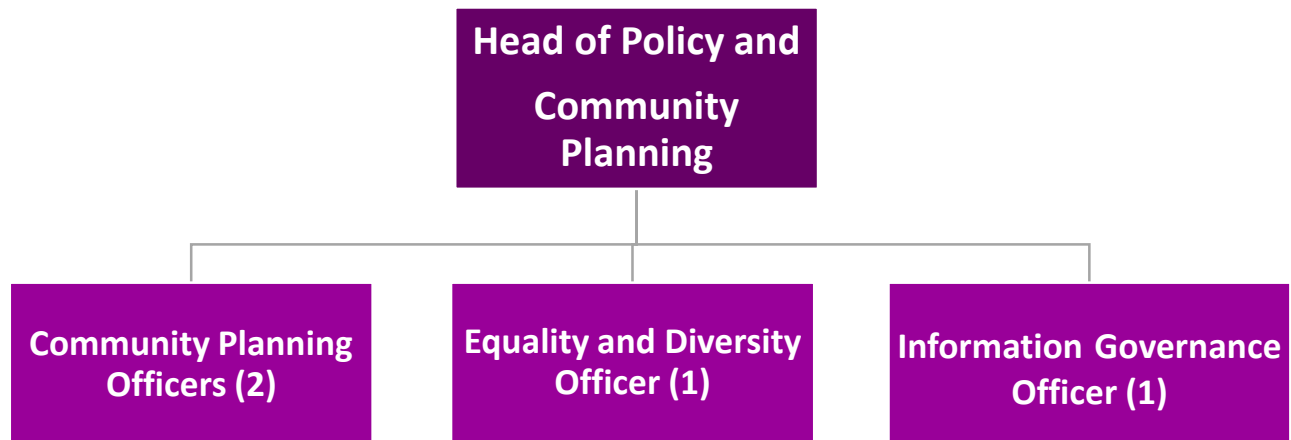
### **3. Information Governance**

- Ensure Council complies with access to information legislation such as Freedom of Information, Data Protection and Environmental Information.
- Development of a corporate records management strategy and framework with associated policies, procedures and systems.
- Development and implementation of a Disposal and Retention Schedule for Council

### **4. Equality and Diversity**

- Develop and implement strategies, policies and initiatives to promote equality of opportunity and appreciation of diversity within Council
- Ensure Council meets its legal obligations in relation to equality and diversity
- Ensure the Council meets its obligations in relation to the disability duties

## POLICY AND COMMUNITY PLANNING ORGANISATIONAL STRUCTURE



### STRATEGIC AIMS AND OBJECTIVES

Aligned with the following Council Strategic Aims and Objectives:

- Leader and Champion.
- Innovation and Transformation.
- Resilient, Healthy and Engaged Communities.
- Protecting and Enhancing our Environments and Assets.

### STRATEGIC OBJECTIVES OF THE SERVICE

1. Ensure that the Council delivers its services in accordance with its legal obligations and best practice relating to equality and diversity and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.
2. Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.
3. Support the development and implementation of the Causeway Coast and Glens Community Plan which includes evidence gathering, community engagement activities, performance management and putting in place governance and reporting mechanisms.

4. Develop and implement an information management strategy and framework for the Council which ensures Council compliance with a range of access to information legislation.
5. Develop and implement a records management strategy and framework for the Council with associated policies, procedures and systems, ensuring that it supports the priorities and statutory obligations of the Council.

**Strategic Objective**

**1. Ensure that the Council delivers its services in accordance with its legal obligations and best practice relating to equality and diversity and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.**

**Link to Corporate Aims and Objectives**

- Innovation and Transformation
- Resilient, Healthy and Engaged Communities

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Review the Council's Equality Action Plan	0	May 2017	• Final review complete
Establish Employee Support Network and develop programme of lunch time events for staff on a range of issues	£2,500	September 2017	• Survey undertaken to identify needs
Work with Health and Safety Officers on relevant issues, eg mental well being	0		• Meet H&S Officers
Membership of Health and Well Being Group	0	Ongoing	• Attend meetings
Develop involvement with relevant external organisations in the CC&G area.	0	Ongoing	• Develop contacts and relationships with key stakeholders within the community re S75

**Strategic Objective****2. Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.****Link to Corporate Aims and Objectives:**

- Innovation and Transformation
- Resilient, Healthy and Engaged Communities

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Support implementation of “Every Customer Counts” initiative within Council	0	Ongoing	<ul style="list-style-type: none"> <li>• Establishment of working group</li> <li>• Develop action plan in agreement with working group</li> <li>• Meet with HOS</li> <li>• Training</li> </ul>
Review of Council’s Disability Action Plan (tied into outcomes of audits from “Every Customer Counts” initiative)	0	June 2017	<ul style="list-style-type: none"> <li>• Final review complete</li> </ul>
Develop and Implement Programme of S75 Training (Disability Training)	TBC (HR?)	Ongoing	<ul style="list-style-type: none"> <li>• Work with HR to agree S75 training</li> </ul>
Review approach of Council to staff with disability, eg policy required, reasonable adjustments offered, etc.	0	Ongoing	<ul style="list-style-type: none"> <li>• Sign up to ‘Employers of Disability Scheme’</li> </ul>
Development of Accessible Information Policy	0	May 2017	<ul style="list-style-type: none"> <li>• Develop draft policy</li> <li>• Screen policy</li> <li>• Finalise policy</li> </ul>

## Strategic Objective

**3. Support the development and implementation of the Causeway Coast and Glens Community Plan which includes evidence gathering, community engagement activities, performance management and putting in place governance and reporting mechanisms.**

### Link to Corporate Aims and Objectives:

- Leader and Champion
- Innovation and Transformation
- Resilient, Healthy and Engaged Communities
- Protecting and Enhancing Our Environment and Assets

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
Management and Facilitation of Strategic Partnership	1,500.00	April to March 2018	<ul style="list-style-type: none"> <li>• No of Partnership Meetings</li> </ul>
Facilitation Training	15,000.00	April to March 2018	<ul style="list-style-type: none"> <li>• Facilitation Training provided.</li> <li>• Evaluation of training</li> </ul>
Establishment of 8 Delivery Design Groups to take forward “From Talk To Action”	1,500.00	April to July 2017	<ul style="list-style-type: none"> <li>• Delivery Design Groups established.</li> </ul>
Publication and Launch of Community Plan Strategic Framework	4,000.00	May/June 2017	<ul style="list-style-type: none"> <li>• Publication/Launch of Framework</li> </ul>
Implementation of Delivery Plan	2,000.00	From July 2017	<ul style="list-style-type: none"> <li>• Delivery Plan Published</li> <li>• Monitoring and Evaluation of Delivery Plan</li> </ul>
Development and implementation of a monitoring, review and reporting mechanism	3,000.00	September/ October 2017	<ul style="list-style-type: none"> <li>• Monitoring Mechanism Established</li> <li>• Reporting Mechanism Established.</li> </ul>
Develop Strategy for on-going community engagement.	3,000.00	September 2017	<ul style="list-style-type: none"> <li>• Strategy for Community Engagement Developed</li> </ul>
<b>Total</b>	<b>£30,000.00</b>		

**Strategic Objective**

**4. Develop and implement an information management strategy and framework for the Council which ensures Council compliance with a range of access to information legislation.**

**Link to Corporate Aims:**

- Innovation and Transformation

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Compile a critical issues paper on the implications of the new General Data Protection Regulations.	0		
Develop a series of guidance papers on the new General Data Protection Regulations.	0		
Liaise and support the Local Information Co-ordinators primarily through ISMG.	0		
Identify training requirements on Information Governance and Records Management.	Budget held by HR		



**Strategic Objective**

**5. Develop and implement a records management strategy and framework for the Council with associated policies, procedures and systems, ensuring that it supports the priorities and statutory obligations of the Council.**

**Link to Corporate Aims:**

- Innovation and Transformation

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Development of an options plan on the introduction of EDRM (to include identification of resources required)	0		
Identify training requirements on Information Governance and Records Management.	Budget held by HR		